SUSTAINABLE RANGE PROGRAM MANAGEMENT

ITAM Learning Module

Lesson Five: Management Overview

Objectives

To achieve maximum success in supporting the Army's Sustainable Range Program range and training land managers need to not only be familiar with the tactical missions and equipment and supporting training requirements of the units that use their lands, but they also need to understand the supporting commands and staff structures that implement the Sustainable Range Program. This Lesson is the fifth part of a five-part learning module, which is designed to familiarize students with that structure.

By completing this Lesson, students will:

- Be able to identify the Army's primary managing organizations and personnel for the Sustainable Range Program.

- Understand how the Installation Management Agency (IMA) supports the Army G-3 and other responsible organizations within the overall range and training land management structure to help make Army ranges as capable, available and accessible as they must be to provide maximum support to unit and individual readiness.

Headquarters, Department of the Army (HQDA)

The Deputy Chief of Staff (DCS), G-3 has overall responsibility to establish and resource guiding policy and procedure that govern the way in which the Department of the Army manages its ranges and training lands. As such the G-3 is also the HQDA proponent for the two core Sustainable Range Program (SRP) elements: the Range and Training Land Program (RTLP) and the Integrated Training Area Management (ITAM) program.
The SRP is managed at the HQDA-level by the Army Range Sustainment Integration Council (ARSIC) and the ITAM Executive Management Council (EMC), which serves as the Council of Colonels (COC) to help the G-3 identify the best policies and procedures. This HQDA Council of Colonels and Integrated Process Teams (IPT) serve to establish and integrate policies, procedures, and investments required for sustainable range management to support Army Transformation, and readiness.

The ARSIC assists the G-3 as the organization to develop policies, procedures, and resources related to sustainable ranges. In addition, the ARSIC oversees the integration of environment, facilities management, munitions, and safety functions and supports the SRP through coordinated actions among the entire Army Staff (ARSTAF). This ARSTAF level management structure encourages enhanced integrated management and program execution at the MACOM, Installation Management Agency (IMA), and IMA Regions. The charter for the ARSIC, which describes the ARSIC membership and responsibilities, can be found at http://srp.army.mil.

As the HQDA functional proponent, the G-3 has overall responsibility for the ITAM and RTLP Programs with specific responsibility residing within the Directorate of Training, Training Simulations Division (DAMO-TRS). The G-3 integrates these SRP core programs and related functions through the ARSIC and works with the Army Assistant Chief of Staff, Installation Management (ACSIM) to ensure that ranges meet training, installation, and environmental standards to support the mission.

The ACSIM is responsible for overall installation sustainability and therefore ensures that programs impacting ranges and training lands (facilities management, environmental, safety, logistics, etc.) are integrated with the training and testing mission. The ACSIM establishes installation management doctrine and procedure while the IMA is charged to execute those policies as well policies for other installation operations as established by other proponents. Therefore the IMA is charged to execute the policies and procedures for SRP as established by the G-3 and the ARSIC. The IMA is a field operating agency, which is subordinate to the ACSIM and includes the IMA headquarters in Virginia, the IMA regions and garrison command and staff structures at Army installations.

DAMO-TRS is responsible for the following:
- Serving as the HQDA functional proponent for the SRP.
- Providing HQDA supervision, direction, and management oversight of the SRP.
- Establishing ITAM and RTLP policy.
- Integrating ITAM and RTLP policy with other Army training policy.
- Providing SRP program resourcing to MACOMs and installations.
- Approving new program requirements.
- Coordinating matters impacting and/or relating to SRP within the ARSTAF, the Army Secretariat, OSD, Joint Staff, and the other Departments.
- Ensuring a sustained and uniform SRP capability that reflects readiness priorities.
- Creating Army policy and issuing administrative programmatic guidance and instructions for implementing and sustaining the SRP.
- Coordinating SRP policy to preclude conflicts and to synchronize activities among the operations and training, natural and cultural resources management, and environmental and real property management and master planning activities.
- Justifying and providing funding in accordance with the Planning, Programming, Budgeting, and Execution (PPBE) of the Army's resources, for Army-wide implementation of SRP and as a component of the Army's Operational Readiness (OPRED) Program.

- Providing the chairperson of the Executive Management Council (EMC)
- Designating the Chief of the Training Simulations Division as the chairperson of the ITAM Council of Colonels (COC)
- As recommended by the COC, approving actions that affect SRP policy, procedures, requirements, priorities, and budget and program submissions.
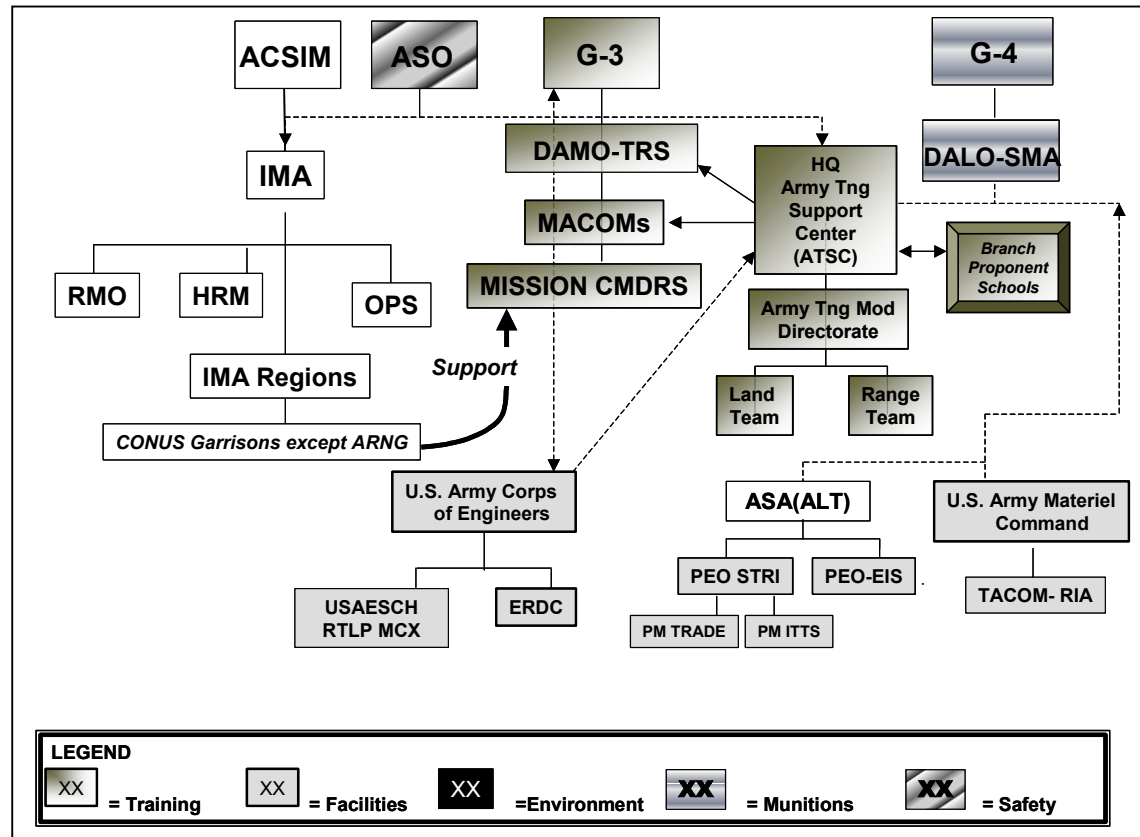

Figure 1. HQDA Sustainable Range Program Management Structure
Click here for a list of Acronyms Used in Figure 1.

Major Commands (MACOM), the Installation Management Agency (IMA), and the IMA Regions

The Installation Management Agency (IMA) is the implementing organization for the ASCIM while the ACSIM staff establishes policy for installation management. Implementation, operation and integration are accomplished at this intermediate level through a MACOM and IMA Region interface among training, facilities, and environmental staffs. MACOMs and IMA Regions work together to resolve issues that may have an impact on range use and sustainability that impact training readiness. The MACOM leadership role is to make sure the installation knows its training requirements and can support them for each of its units that train on the installation. The IMA operates at both the HQDA level and intermediate level due to its unique status as the
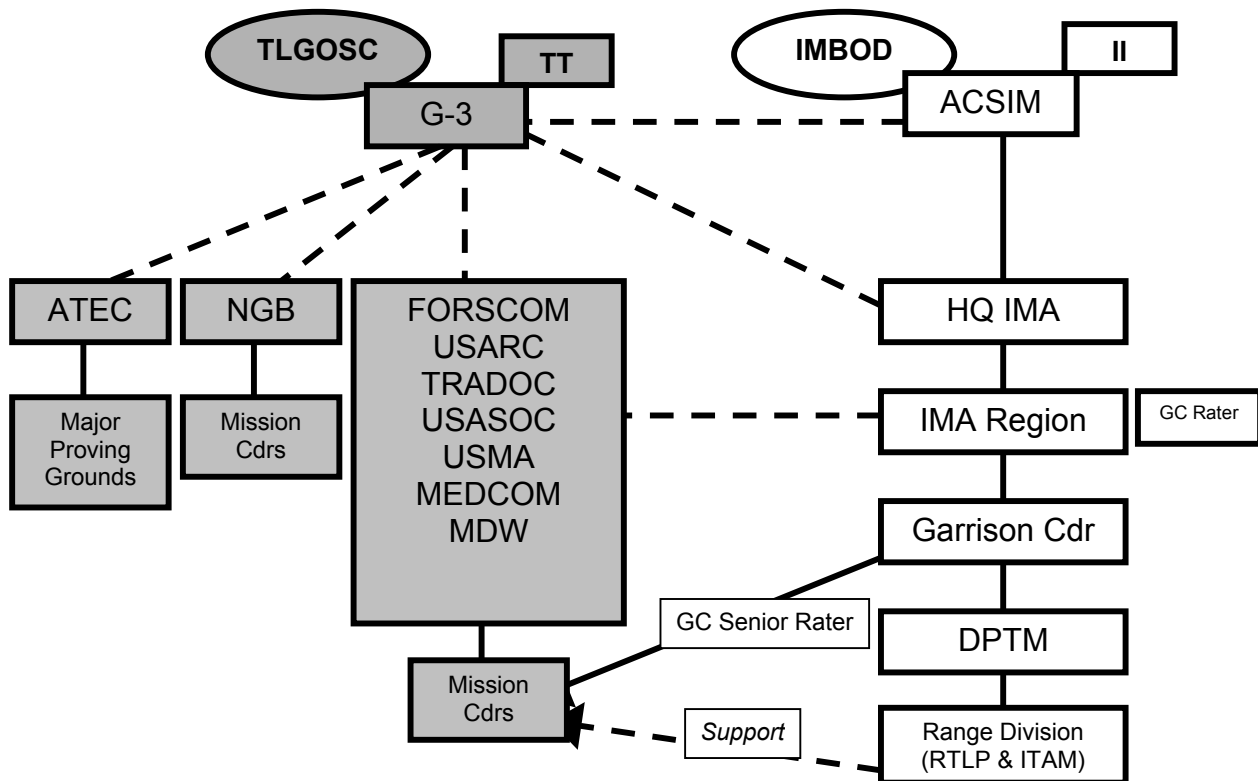
ACSIM's Field Operating Agency (FOA) for installation management, and its role as the higher headquarters for IMA Regions and garrisons.

The IMA has the following specific SRP responsibilities:
- Provides guidance, procedures, standards, and direction for standard Base Operations (BASOPS) services in areas directly supporting the SRP.
- Programs, budgets, and resources standard BASOPS services in areas directly supporting the SRP.
- Ensures that SRP is executed in the Continental United States (CONUS) IAW HQDA G-3 resource allocation and direction.
- Programs, budgets, and resources environmental management on installations.

The IMA Regions have the following SRP responsibilities:
- Coordinate and prioritize BASOPS standard services to support the SRP.
- Maintain program coordination with MACOMs regarding their unique and common missions, environmental issues, and facilities management issues related to the SRP.

IMA/Garrisons provide standard Base Ops Support (BOS) to Include Sustainment, Renovation & Maintenance (SRM) Services (CONUS)

———— **Chain of Command**

— — — **Coordination**

Figure 2. Integration of Garrison Procedures to Support SRP

The MACOM having SRP core program responsibility:
- Coordinates with appropriate IMA Regions (CONUS) to ensure MACOM Senior Mission Commanders' SRP core program requirements are met.
- Monitors installation level execution of the SRP for installations for which it has the senior mission commander.
- Integrates, validates, and prioritizes SRP requirements across the command as received from Mission Commanders IAW the MACOM Commander's guidance.
- Identifies, validates, and prioritizes unfunded requirements (UFR) during the year of execution and for Program Objective Memorandum (POM) development.
- Provides MACOM SRP requirements to the HQDA G-3 using the SRP Program Management Review (PMR) process.
- Assists the installation in the identification and prioritization of encroachment impacts in coordination with the HQDA G-3 Environmental Climate Model (ECM) component of the Installation Training Capacity (ITC) methodology.
- Evaluates range and training land requirements for consistency with Army range and training investment strategy.
- Establishes and maintains an ARSIC-like coordinating body to integrate and coordinate MACOM input to the SRP planning and management process.

Outside the Continental United States (OCONUS) MACOMs have SRP core program responsibility to:
- Designate responsibility for central management, program execution, and coordination of all ranges, training lands, and related support requirements.
- Manage centralized execution of the SRP.
- Integrate, validate, and prioritize SRP requirements received from Mission Commanders IAW the MACOM Commander's guidance.
- Identify, validate, and prioritize UFRs during the year of execution and for POM development.
- Provide MACOM SRP requirements to the HQDA G-3 through the PMR process.
- Identify and prioritize encroachment impacts in coordination with the HQDA G-3 ECM component of the ITC methodology.
- Evaluate range and training land requirements for consistency with Army range and training investment strategy.
- Establish and maintain an ARSIC-like coordinating body to integrate and coordinate all SRP planning and management with supporting IMA Regions.
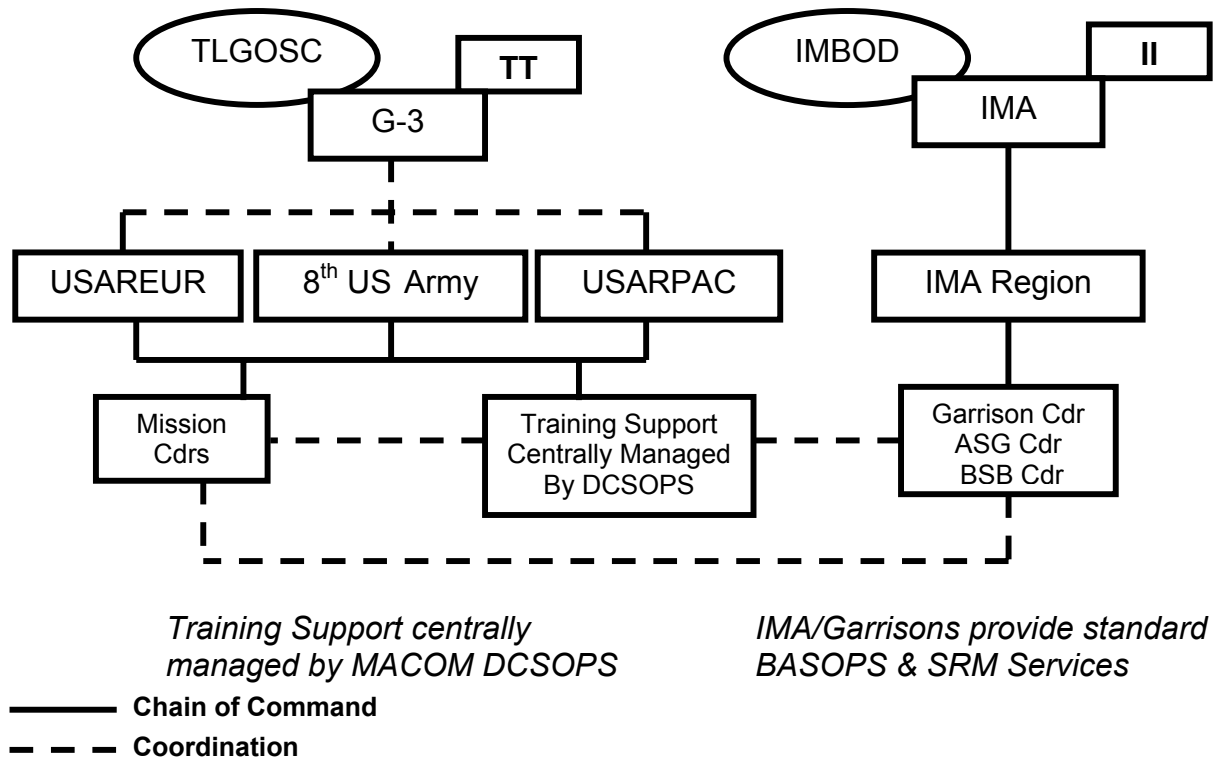
Figure 3. OCONUS SRP Management

Key Support Agencies

U.S. ARMY TRAINING SUPPORT CENTER (ATSC)

The Commander, ATSC serves as the Executive Agent for the SRP core programs (RTLP and ITAM). Under the guidance of the HQDA G-3, ATSC serves as the Army proponent for standardization of ranges, targetry, and range instrumentation and operating systems. To carry out this responsibility the Director, ATSC, or a designated representative:

- Integrates the RTLP and ITAM program procedures and management tools into cohesive procedures.
- Develops requirements for range designs, range technology, targetry, and instrumentation.
- Manages the development of standard designs for ranges and integrates requirements for training instrumentation and targetry systems across the Army and for joint applications.
- Oversees execution of range modernization.
- Manages the Army-wide professional development program for range operations and modernization, land management and sustainment, and other training related functions within the SRP core programs.

- Assists DAMO-TRS with program management for the Army's SRP core programs by:
  - o Providing a principal member to the ARSIC, ARSIC Working Group, RRPB, and CCB.
  - o Serving as a:
    - Non-voting liaison to the ITAM Installation Steering Committee (IISC)
    - Co-chair of the ITAM GIS User Working Group (UWG)
    - Member of the ARSIC GIS UWG.

THE U.S. ARMY ENVIRONMENTAL CENTER (USAEC)

The USAEC, through the Office of the Deputy for Environmental Programs (ODEP), is responsible for providing and managing environmental technical support for the SRP Program. To carry out its SRP responsibilities USAEC:

- Provides and manages environmental technical support for the SRP that reflects the environmental technology applications and resources required to fulfill validated environmental user requirements.
- Provides environmental technical support to HQDA, MACOMs, and installations based on approved requirements resourced by the HQDA functional proponent.
- Coordinates with technology developers to review, prioritize, design, develop, test, and/or validate the capabilities of new and/or existing environmental technologies applicable to ranges and training land, in cooperation with the SRP Executive Agent.
- Establishes and maintains the Army-wide professional development program for natural resources and environmental management personnel involved in the SRP.
- Develops and submits to DAMO-TRS, an annual work plan that describes the requirements associated with environmental technical support for the SRP.
- Provides quality assurance (QA)/quality control (QC) of National Environmental Policy Act implementation support of the Army Master Range Plan (AMRP).
- Serves as a:
  - o Principal member to the ARSIC and recommends the types and levels of environmental technical support and the conservation related research and development needed to satisfy ITAM user requirements.
  - o Non-voting liaison to the ITAM IISC.
  - o Co-chair of the ITAM GIS UWG.
  - o Member of the ARSIC GIS UWG.
- Participates in the SRP PMR process.

Installations

SENIOR MISSION COMMANDERS

One commander/mission commander of a unit that has training requirements is designated as the installation's Senior Mission Commander in order to provide one senior officer with the clear authority and responsibility to lead the execution of the SRP at that installation. The Senior Mission Commanders:

- Develop, establish, and prioritize ITAM and RTLP requirements for ranges and training land to include range operations and land management needed to support mission readiness and training units' Mission Essential Task List (METL).
- Integrate and prioritize the ITAM and RTLP requirements of all tenants and off-post units that train on the installation range and training lands complex.
- Identify ITAM and RTLP requirements to the parent MACOM.
- Identify ITAM and RTLP UFRs to the parent MACOM in coordination with the supporting Garrison Commander and IMA Region.

GARRISON COMMANDERS

CONUS Garrison Commanders:

- Execute the SRP core programs IAW HQDA G-3 requirements and support program policy IAW all appropriate guidance. Primary day-to-day responsibility for SRP core program execution is normally delegated to the Director of Plans, Training, and Mobilization (DPTM).
- Increase range capabilities to meet urgent needs of Mission Commanders.
- Develop SRP requirements documents to reflect Mission Commanders' requirements. (i.e., Training Budget (TBUD), Installation Range Development Program (RDP), and Installation Workplan Analysis Module (IWAM)).
- Execute SRP resources IAW HQDA G-3 direction, as allocated to the installation Allotment Serial Number (ASN) level of detail, and IAW ACSIM direction for environmental and facilities management and enterprise information systems, including Geographic Information Systems (GIS).
- Provide standard BASOPS services in areas directly supporting the SRP and IAW ACSIM direction for environmental and facilities management.
- Designate a POC to serve as the central manager of all range, training land, and related support requirements for program execution and coordination with all higher authorities.
- Ensure integration of all installation planning requirements impacting the training and testing mission with the Range Development Plan (training installation) and Range Master Plan (test installation).
- Identify and document environmental compliance and management projects for ranges through the Environmental Program Requirements (EPR) process.

- Work closely with the MACOM and senior Mission Commander to implement Environmental Management System (EMS) elements specific to ranges and training requirements, while supporting the goals and objectives of the installation EMS.
- Plan and coordinate staff training.
- Plan and conduct local outreach activities to include stakeholder involvement.
- Establish and maintain an interdisciplinary process management team to integrate and coordinate all SRP planning and management.